Organization Structure, Roles and Responsibilities

CCF/LDCC Cooling Plant Modifications Project

Los Alamos
National Laboratory

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ATTACHMENT

SUBMISSIONS AND APPROVALS

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Date: 10-21-02

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Approved:

Bryan Koehler
Project Team Leader, PMDS

Date: 10-21-02

1. INTRODUCTION

1.1 DOCUMENT OBJECTIVES

This document provides the requirements needed to define the team organization, and roles and responsibilities for the CCF/LDCC Cooling Plant Modifications Project at Los Alamos National Laboratory (LANL) CCF and LDCC facilities. The document satisfies the following objectives:

- Identify the key project personal on the CCF/LDCC Cooling Plant Modifications Project,
- Provides the organization structure for project management,
- Defines the general role each team member will perform,
- Identify procedures the project will use to control project processes,
- And provides a matrix to define the responsibilities for each team member.

1.2 DOCUMENT SCOPE AND ORGANIZATION

This OR&R Document provides the requirements needed to organize the project team and assign responsibilities to achieve project goals. The general scope of the project involves: Removing three 500-Ton chillers in SM-132, performing piping and pump modifications to allow transport of chilled water from the SM-1498 plant to SM-132 and associated buildings currently served by the SM-132 plant, abandoning the SM-285 cooling tower, and improving the SM-1837 cooling tower by adding a sump divider and lifting system.

The organization of the document is described below along with scope of each section:

Section 1, Introduction - Document objectives, scope and organization.

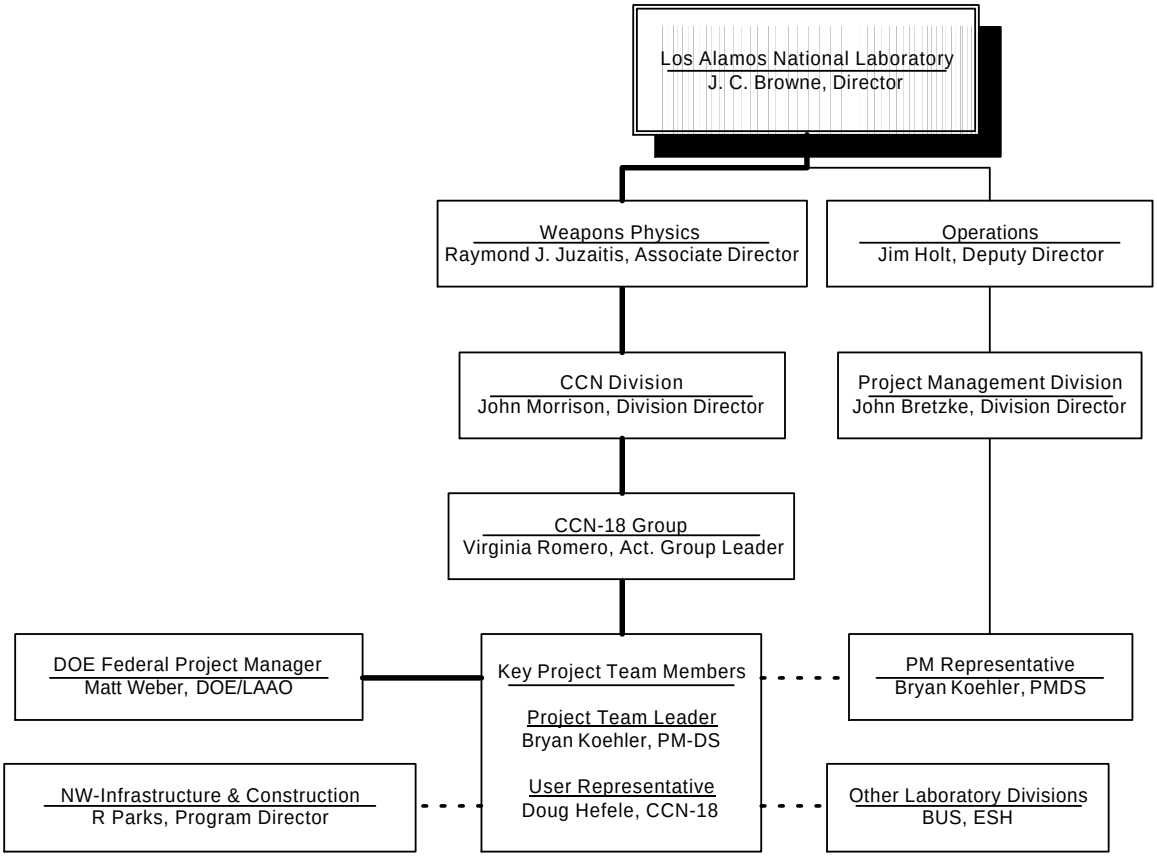
Section 2, Team Organization Structure – Description of the project team structure

Section 3, Team members role – Presentation of the team member role required to meet good project management objectives that will be needed to achieve the project goal of upgrading the CCF and LDCC cooling plants at TA-3.

2. ORINIZATION STRUCTURE

CCF/LDCC Cooling Plant Modifications

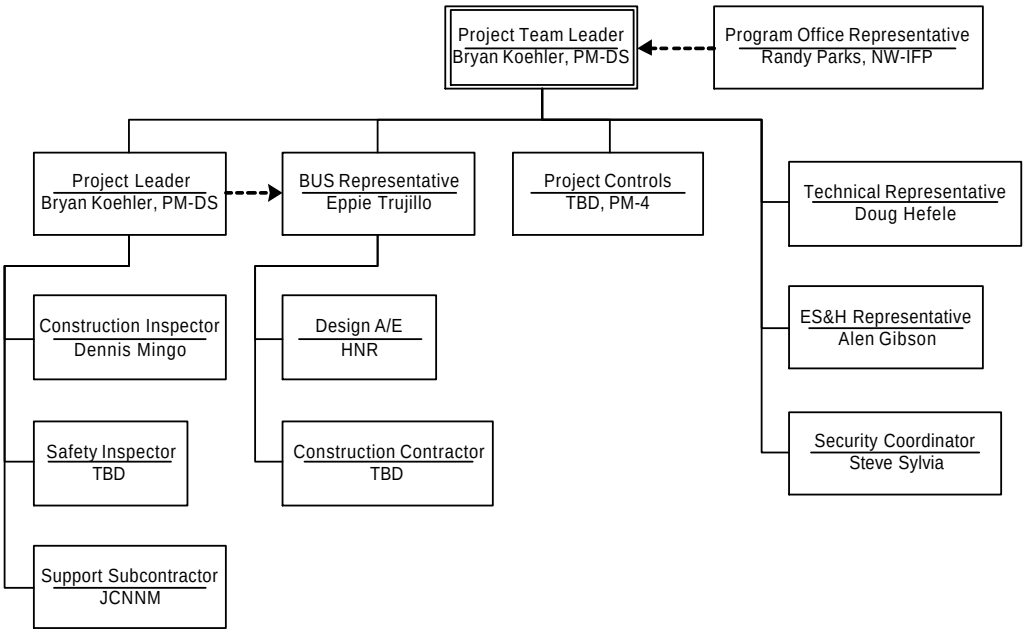
Management Orginization



Project Management ——————
Line Management ——————
Guidance and Coordination - - - - - - - - -

CCF/LDCC Cooling Plant Modifications

Project Team Organization



Project Management ————
Guidance ----------

Table 2.1-1, Key Project Personnel

NAME	TITLE	ORGANIZATION	PHONE
Matt Weber	Federal Project Manager	DOE/LAAO	667-4075
Virginia Romero	Group Leader	CCN-18	667-9682
Kenneth Schlindwein	CCF Facility Manager	FWO-DF	665 2272
Randy Parks	Program Office Representative	IFC-PO	665-7525
John Morrison	Owning Division, Division Leader	CNN-DO	667-6164
Doug Hefele	Owning Division Technical Representative	CNN-18	667-8384
Bryan Koehler	Project Team Leader	PMD	667-3585
Alan Gibson	EHS Representative	CCN-18	665-2622
Steve Sylvia	Security Coordinator	CCN-18	667-5050
Lee Dalton	Facility Coordinator	CCN-18	667-4191
Eppie Trujillo	BUS Representative	BUS-5	667-6696

3. ROLES AND RESPONSIBLITIES

3.1 LOS ALAMOS AREA OFFICE (LAAO)

1. Federal Project Manager, DOE/LAAO: DOE/Field Office responsibility has been assigned to DOE/LAAO. Responsibilities of LAAO include: management of project activities and contingency funds, preparation of environmental documentation, development of internal management plans, implementation of management and control systems, review of progress reporting, providing QA oversight, and maintaining adequate and efficient coordination. The LAAO PE is directly responsible for:

   - PEP and site specific analysis document manager;
   - implementing design and construction controls to ensure adherence to scope, cost, and schedule baselines;
   - ensuring that environment, safety, and health (ESH) issues are addressed;
   - reporting; instituting change control; maintaining effective communications between LANL and DOE; coordinating with DOE/HQ, project, and program offices;
   - providing oversight and direction to LANL;
   - and management of contingency funds in excess of WBS level II EAC.

   The LAAO PM also serves as the primary DOE source of information for all issues relating to the project and is the interface for all communications between DOE and LANL.

3.2 LANL PROJECT TEAM

This section defines the construction project management roles and responsibilities that shall be followed at the Laboratory.

1. The Project Team Leader shall be:
   - The primary owner for project leadership.
   - The primary project leader for;
     - conceptualizing
     - designing
     - Construction permitting
     - safely constructing, and;
     - starting up the project on schedule and within approved budgets.
   - Responsible for establishing and leading the LANL project team
   - Responsible for establishing, maintaining, and adhering to project baselines.

- and shall provide:
- facilities engineering oversight
- planning
- project management competence and tools
- project controls discipline
- baseline management and change control procedures and formality
- sub-contract procurement
- construction management
- construction safety support to the technical user overview
- inspection, and;
- submit monthly integrated project status reports to DOE-LAAO;
- Obtain operating permits

2. Facility Manager shall:
   - Support the program office representative in translating the Laboratory and Program missions into specific and integrated facility needs.

3. Owning Division Technical Representative shall:
   - Responsible for preparing and controlling the Functions and Operational Requirements Document (F&OR), and Design Criteria to Meet the Mission Need.
   - Develop and provide operational training
   - Provide input on facility hazards for safe project construction
   - Responsible for plant configuration to support construction activities
   - Act as owner's representative responsible for accepting delivery of a quality product

4. The Program Office shall:
   - Provide program management and change control management
   - Translate the overall Laboratory vision and missions into specific and integrated facility mission needs
   - Work with technical line organizations to define the program requirements for the project
   - Be the primary interface with DOE to obtain concurrence on communications and programmatic direction, approval, and support for construction project work
   - Provide funding
   - Approve the project baseline that upholds the programmatic deliverables
   - Formally report project status
   - Provide a high level of overview and peer review of the project.

5. Facility Coordinator shall:
   - Support the Facility Manager and Project Team Leader in safety and design compliant throughout project execution.
   - Support Turnover and Acceptance of the project.

6. Environmental, Safety, and Health (ES&H) shall:
   - Support the project by evaluating project documentation to ensure incorporation and implementation of all applicable requirements pertaining to ES&H issues
   - Assist Project Team Leader with disposition of R-11 refrigerant and cleaning fluids used to clean piping
   - Provide input to contractor safety plan and AHA
   - Support the technical user organization in providing construction safety oversight.

7. Security Coordinator shall:
   - Support the project by evaluating project security requirements to ensure incorporation of all applicable requirements pertaining to Security. Solicit input from the various Security disciplines as needed in support of the project.

8. Business Operations Division (BUS) shall:
   - Provide contracting, contract management, financial and property management support to the project through the assigned project representative.

3.3 OTHER ORGANIZATIONS

1. Architect-Engineer. The function of the AE team is for engineering, design and inspection include preparing preliminary and final facility drawings, specifications, calculations, design analyses, and cost estimates. During construction, the AE will provide technical support to address questions and problems encountered in the field and develop as-built drawing during project close-out.

2. Construction Contractors. Construction contractors are responsible for the construction of the facility and utilities in accordance with the terms and conditions of the construction contracts.

3. Support Services Subcontractor. The support services subcontractor will make all connections to primary utility systems and any required modifications to other operating systems that cannot be performed by the construction contractor.

LIR RQMT	PROCEDURE/GUIDE	Status of Procedure or Guide	STATUS RELATIVE TO CT978	Respon -sibility	TASKS / COMMENTS
	CD-0		**Pre-Conceptual Development**		
Yes LIR 220-01-01.2	Construction Project Management	Comply	The project is less than $5M TEC Bryan Koehler is defined as the PM Project Leader.	BK	1. Evaluate LIG 220-01-01 (Const PM) and consult with DOE. 2. Identify & document procedures and PIAs. Note: No Design Concept Documents are required for CD-1 according to LIR.
Yes LIR 230-01-02.0	Graded Approach for Facility Work	Comply	Document ML decisions All SCC's have been determined as ML-3	BK	1. Evaluate LIG 230-01-02 (Const PM) and consult with DOE.
	201, Procedure Development, Revision, and Implementation	Implement	Comply	BK	
	204, Qualification of Personnel	Implement	Approved for project use with PIA 1/20/00	BK	Establish and document qualifications for team including A/E
	205, Training	Implement		BK	
	206, Document Control	Implement	Approved for project use with PIA 1/20/00	BK	BK to develop matrix of controlled documents.
	207, Project Records Management	Implement	Approved for project use with PIA 1/20/00	BK	Develop matrix for CD-2 records.
YES	302, Statement of Work	Implement	Applies to separate A/E contracts	BK	Review for requirements to go into A/E Contract.
	308, Design Review	Implement	PIA to be written to review Engineering Study	BK	PIA to be developed to reflect Design Criteria requirements.
YES	401, ESH-ID Process	Implement	Completed	BK	Initiate ESH-ID process
YES	408, Starting the ESH Process for Projects	Implement	Completed	BK	Check Guideline
YES	Guide 001 Mission Need	Implement	Completed	RP	Verify form is signed by Program Office and on File
YES	Guide 003 Team Appointment Letter	Implement	Completed	BK	
YES	Guide 004 Project Quality Assurance Plan	Implement	Completed	BK	QA plan Developed
YES	Guide 036, Functions & Operational Requirements	Implement	Completed	BK	F&OR incorporated into Eng Study
Yes LIG 220-01-01.2	Construction Project Management - Roles & Responsibilities	Implement	Completed	BK	See this document
YES	Budget/Schedule to CD-2	Implement		BK	

LIR RQMT	PROCEDURE/GUIDE	Status of Procedure or Guide	STATUS RELATIVE TO CT978	Respon -sibility	TASKS / COMMENTS
YES	Prelim Facility Hazard Category, Final NPH mitigation Perforance Category, Waste Minimization Plan	Implement		BK through A/E	All SCC's have been determined as PC-1
	CD1		**Conceptual Development**		
YES	Guide 021 Project Reports	Implement		BK	Status Review Meetings
YES	Guide 031, Project Execution Plan	Implement		BK	
YES	Project Safety Plan			BK	
YES	Final Facility Hazard Category, Final NPH mitigation Perforance Category, Waste Minimization Plan			BK	PC-1 Assigned in Engineering Study
	CD2		**Execution Phase: Start Design**		
YES	107, Configuration Management / Change Control	Implement		BK	
YES	109, Project Controls	Implement w/ PIA	PIA written to implement	BK	
YES	115, Work Control Assignments	Implement		BK	
YES	304, Drawings, Specs, Design Calcs, and Documents	Implement	PIA to be written?	BK	
YES	Capital Budget Authorization				
	CD3		**Start Construction**		
	409 Hazard Analysis for Work Control	Pending Lab LIR on subject.			
	503, Receipt Inspection	Implement			
	602, Review of Construction Activities	Implement			
	603, Construction Planning and Scheduling	Implement			
	604, Construction Safety	Implement			
	605, Contract Administration	Implement			
	606, Project Acceptance	Implement			
	701, A/E Submittal Review	Implement			
	703, Acceptance Testing and Inspection	Implement			
	704, Inspection Criteria & Reporting	Implement			
	Guide 022 Construction Contract Scope of Work	Implement			
	Guide 033, Test & Inspection Plan	Implement			
YES	Guide 402, NEPA Compliance Process	Implement			
	Guide 403, External Environmental Regs, Plans and Permits	Implement			
YES	Guide 404, Preparing the Project Safety Plan & Safety Strategy	Implement			

LIR RQMT	PROCEDURE/GUIDE	Status of Procedure or Guide	STATUS RELATIVE TO CT978	Respon -sibility	TASKS / COMMENTS
YES	Guide 407, Process for Obtaining LANL Plans Permits & Reviews	Implement			
YES	Title III Procedures and Vendor Submittals	Implement			
	CD4		**Project Close-out**		
	Guide 045, Operational Test Procedures	Implement			
	Guide 046 Operational Testing	Implement			
YES	Guide 030 Cost Closing Statements & Final Cost Reports	Implement	Evaluate		
	114, Lessons Learned	Implement			
	313, Nonconformance Reporting	Implement	Comply, develop PIA		

CRITICAL DECISION 2 (CD-2)		Systems Engineering	TECHNICAL BASELINE: Detailed Design: Construction Drawings & Specifications(Equipment & Construction)	Preliminary Safety Analysis (PSA) & Draft Safety Envelope	Site Hazard Analysis	Construction Permits	Update to Cost Baseline	Update to Sched. Baseline	Update to Project Execution Plan as Needed	ESH-ID Update	CRITICAL DECISION 3 (CD-3)	BUILD, TEST & OPERATE: Engineering & Inspections During Construction: Inspection Procedures	Acceptance Test Report	Vendor Submittals	Inspection Plan
	TEAM MEMBERS	Project Team Leader - Bryan Koehler	A		A	P	P/A	P/A	P/A	S		A	A		A
		Line Organization Representative - Doug Hefele		P/A by Div. Dir											
		Program Office Representative - Randy Parks													
		PM Project Leader (PMD) Bryan Koehler	P							S		P	P	P/A	P
		DOE Representative - Matt Wber							A						
		ES&H Representative - Alan Gibson	C	S	P	S				P					
		BUS Representative - Eppie Trujillo													
		Facility Manager Representative - K. Schlindwein		C	P	S				S			C		
		Other Representatives													
		Project Team As A Whole	S	S	R	S	S/C	S/C	S/C				S	S	S
		Executive Steering Committee													
		Baseline Document	YES	YES			YES	YES							

Legend:
A=Approve
P=Prepare or Provide
S=Support Preparation
C=Concurrence
R=Resolve Disagreements

		BUILD, TEST & OPERATE												
		Construction					Turnover/Startup						Closeout	
Systems Engineering		Construction	Training	Field Changes & NCRs	Operating Permits	Punchlists	Official Acceptance of Construction	As-Built Drawings	Facility Safety Plan (N/A)	Plan of Action for ORR/RA (N/A)	Readiness Assessment (N/A)		Final Cost Report	Project Closeout Report
TEAM MEMBERS	Project Team Leader - Bryan Koehler			A	S		P					CRITICAL DECISION 4 (CD-4)	A	A
	Line Organization Representative - Doug Hefele		P/A		P/A by Div. Dir		A by Div. Dir	A						
	Program Office Representative - Randy Parks													
	PM Project Leader (PMD) Bryan Koehler	P		P		P		P						P
	DOE Representative - Matt Weber													
	ES&H Representative - Dan Hughes				S									
	BUS Representative - Eppie Trujillo												P	P
	Facility Manager Representative - K. Schlindwein		P/A		C		C	A						
	Other Representatives													
	Project Team As A Whole	S	S	S	S	S	S	S					S	S
	Executive Steering Committee													
	Baseline Document			YES	YES		YES	YES						

Legend:
A=Approve S=Support Preparation R=Resolve Disagreements
P=Prepare or Provide C=Concurrence *When baselines change
** Depends on hazard class of facility.

			TECHNICAL BASELINE									BUILD, TEST & OPERATE			
			Detailed Design									Engineering & Inspections During Construction			
		Systems Engineering	Construction Drawings & Specifications(Equipment & Construction)	Preliminary Safety Analysis (PSA) & Draft Safety Envelope	Site Hazard Analysis	Construction Permits	Update to Cost Baseline	Update to Sched. Baseline	Update to Project Execution Plan as Needed	ESH-ID Update		Inspection Procedures	Acceptance Test Report	Vendor Submittals	Inspection Plan
CRITICAL DECISION 2 (CD-2)	TEAM MEMBERS	Project Team Leader - Bryan Koehler	A		A	P	P/A	P/A	P/A	S	CRITICAL DECISION 3 (CD-3)	A	A		A
		Line Organization Representative - Doug Hefele		P/A by Div. Dir											
		Program Office Representative - Randy Parks													
		PM Project Leader (PMD) Bryan Koehler	P							S		P	P	P/A	P
		DOE Representative - Matt Wber							A						
		ES&H Representative - Alan Gibson	C	S	P	S				P					
		BUS Representative - Eppie Trujillo													
		Facility Manager Representative - K. Schlindwein		C	P	S				S			C		
		Other Representatives													
		Project Team As A Whole	S	S	R	S	S/C	S/C	S/C				S	S	S
		Executive Steering Committee													
		Baseline Document	YES	YES			YES	YES							

Legend:
A=Approve
P=Prepare or Provide
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C=Concurrence
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		BUILD, TEST & OPERATE												
		Construction					Turnover/Startup						Closeout	
Systems Engineering		Construction	Training	Field Changes & NCRs	Operating Permits	Punchlists	Official Acceptance of Construction	As-Built Drawings	Facility Safety Plan (N/A)	Plan of Action for ORR/RA (N/A)	Readiness Assessment (N/A)		Final Cost Report	Project Closeout Report
TEAM MEMBERS	Project Team Leader - Bryan Koehler			A	S		P					CRITICAL DECISION 4 (CD-4)	A	A
	Line Organization Representative - Doug Hefele		P/A		P/A by Div. Dir		A by Div. Dir	A						
	Program Office Representative - Randy Parks													
	PM Project Leader (PMD) Bryan Koehler	P		P		P		P						P
	DOE Representative - Matt Weber													
	ES&H Representative - Dan Hughes				S									
	BUS Representative - Eppie Truiillo												P	P
	Facility Manager Representative - K. Schlindwein		P/A		C		C	A						
	Other Representatives													
	Project Team As A Whole	S	S	S	S	S	S	S					S	S
	Executive Steering Committee													
	Baseline Document			YES	YES		YES	YES						

Legend:

A=Approve S=Support Preparation R=Resolve Disagreements
P=Prepare or Provide C=Concurrence *When baselines change
** Depends on hazard class of facility.